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Naval Postgraduate School (U.S.)

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NPS IN THE NEWS

Weekly Media Report – December 22-28, 2020

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RESEARCH:

1. [Naval Surface Forces Releases Comprehensive Endurance, Fatigue Management Program Instruction](#)

(Navy.mil 21 Dec 20) ... MC2 (SW/AW) Wyatt L. Anthony

Commander, Naval Surface Force Atlantic (SURFLANT) and Commander, Naval Surface Force, U.S. Pacific Fleet (SURFPAC) released an updated Comprehensive Fatigue and Endurance Management Program (CFEMP) instruction Dec. 11. ... The new instruction is the culmination of a review process that began in June of this year and included studies from the Naval Postgraduate School and the Naval Health Research Center, as well as the ideas and opinions from human factors experts.

ALUMNI:

2. [2 Astronauts From Colorado Could Be Heading to the Moon](#)

(Our Community Now 21 Dec 20) ... Kristen Ann

Two Coloradans are among 18 astronauts chosen for NASA's Artemis lunar exploration program, which aims to land the next man and first woman on the moon by 2024. ... Matthew Dominick earned a Bachelor of Science in Electrical Engineering from the University of San Diego and a Master of Science in Systems Engineering from the Naval Postgraduate School.

BOOK ANNOUNCEMENT:

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Edited by Alessio Patalano and James Russell; Foreword by Vice Adm. Ann Rondeau, USN (Ret.)

The essays in this book highlight the connective tissue between maritime strategy and naval innovation. The cases and perspectives in this collection of essays by some of today's foremost strategic thinkers are both retrospective and prospective and carry on an intellectual tradition established by the likes of Alfred Thayer Mahan. ... Edited by Alessio Patalano and James Russell; Foreword by Vice Adm. Ann Rondeau, USN (Ret.)

READINESS:

4. [Naval Health Clinic Lemoore Receives First COVID-19 Vaccine Shipment](#)

(DVIDS 23 Dec 20) ... Elaine Heirigs

LEMOORE, Calif. – Naval Health Clinic Lemoore (NHCL) received its first shipment of the Moderna COVID-19 vaccine, which was granted emergency use authorization (EAU) last week by the U.S. Food and Drug Administration, Monday, Dec. 21. ... Navy Medicine Readiness and Training Command Lemoore provides dental care and medical administrative support to Navy, Marine Corps and international students at the Naval Postgraduate School (NPS), Defense Language Institute and the Center for Information Dominance in Monterey, Calif.



LOCAL:

5. [The original 17-Mile Drive \(or was it 18 miles?\) remains a mystery. But it was a successful marketing strategy.](#)

(*Monterey County Weekly* 24 Dec 20) ... Asaf Shalev

The history of many things on the Monterey Peninsula is wound up with the legend of Hotel Del Monte, one of the most luxurious resorts in America for 62 years, starting in 1880. Our tourism industry, golf courses and tradition of conservation can all be traced back to the development of Del Monte, whose splendor included a 20,000-acre private pine forest.

UPCOMING NEWS & EVENTS:

January 1: New Year's Day

January 4: 2021 Winter Quarter Classes Begin

January 18: Martin Luther King Day

January 26: VSGL: Adm. Cecil Haney, USN, (Retired): "[Great Power Competition in the Cognitive Age](#)"



RESEARCH:

Naval Surface Forces Releases Comprehensive Endurance, Fatigue Management Program Instruction

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Commander, Naval Surface Force Atlantic (SURFLANT) and Commander, Naval Surface Force, U.S. Pacific Fleet (SURFPAC) released an updated Comprehensive Fatigue and Endurance Management Program (CFEMP) instruction Dec. 11.

The previous CFEMP instruction was released in 2017, after a comprehensive review of the at-sea collisions of the USS John S. McCain (DDG 56) and the USS Fitzgerald (DDG 62), which resulted in the death of 17 Sailors and more than 50 Sailors injured.

The new CFEMP instruction is aimed at sustaining the culture shift that has been occurring within the surface force that changes the mindset of work and watchbill being two separate things. Instead, the goal is to combine the two activities so it better supports the individual, according to Dr. John P. Cordle, SURFLANT's human factors engineer.

"With this instruction, we wanted to provide commanding officers and ships with a means to better manage their workday and watch rotation to improve crew endurance," said Cordle.

Since the original instruction was released three years ago, the Navy has identified ways in which it can be improved. **The new instruction is the culmination of a review process that began in June of this year and included studies from the Naval Postgraduate School and the Naval Health Research Center, as well as the ideas and opinions from human factors experts.**

"A couple things improved in the new instruction: tightening it up and making crystal clear what the priorities are: warfighting, readiness and elite performance," said Cordle.

"Secondly, we address the fact that a vast majority of mishaps are traced back to human factors and human error. We added an enclosure to capture all of the best practices, good ideas and feedback from fleet operators and scientists, and even included some thoughts on exercise, sleep and nutrition. We looked at the topics in a more holistic way, after having more time to flesh it out."

The instruction will direct SURFLANT and SURFPAC ships to implement these two principles: "First, use one of several watch rotations that align with the body's natural circadian rhythm, which generally means standing watch and sleeping at the same time each day in a 24-hour cycle. The second is to have a supporting schedule to protect periods of sleep for watchstanders -- no matter when they have watch," said Cordle.

Circadian rhythms are 24-hour cycles that are a part of the body's internal clock and are essential in the human body's ability to function properly. Fatigue and a misaligned circadian rhythm can have detrimental short and long-term effects on the body, both mentally and physically.

Short-term fatigue can contribute to depression, anxiety, and an inability to learn and concentrate, added Cordle.

"Now, science shows the long-term negative effects of sleep deprivation, including diabetes, weight gain, heart disease, and even cancer are linked to a lifetime of non-circadian (lifestyles), called circadian-scarring."

Like the previous CFEMP instruction, there is also an individual risk management (IRM) tool, which is used to assign a risk level to an operation by conducting a brief prior to any major operation or evolution. The IRM is broken down into categories accounting for each Sailor's watch-to-rest ratio, the Sailor's experience level in the watch station that he/she is manning, the weather and the condition of any equipment being used. These factors add up to produce a risk number or level for each individual in each category.

The new instruction has expanded the IRM to include a list of questions that will be asked to the individuals participating in the operation, including: "Have you read the instructions?" and "Has anyone had issues with this procedure before?"

A main principle in the instruction, the circadian watch rotation might be implemented in a variety of combinations, such as using a three-on/nine-off rotation in four sections, or a four-on/eight-off rotation in three sections.

“Some people look at CFEMP and think it’s just a watchbill program,” said Cordle. “But it is more than that. A watchbill is just one of the three legs of the stool, which also includes the ship’s routine and the mindset.”

In order to effectively implement a circadian watch rotation, ships and their crews need to build a supporting schedule, which requires a significant change in mindset. Anybody who has served aboard a ship understands that underway (and even inport) operations will come with a lot of change to the planned schedule. Introducing this type of “crew-endurance-based” approach may require revisiting everything from expansions in meal hours, limiting the usage of the IMC, and having a more flexible training schedule.

“None of the solutions are simple, but they are doable,” said Cordle. “The goal is to minimize disturbances during sleep hours and focusing most major evolutions in the middle of the day. Let folks sleep in or go to bed early so that they are awake and alert on watch. This includes minimizing meetings, training, and announcements during the early morning and evening hours.”

Calling on his experience as a commanding officer, Cordle offers an important lesson to senior leaders in the surface force. He believes shipboard leaders have a responsibility to adopt and implement the mindset of placing self-care and rest as a priority in their personal, day-to-day lives.

“If you work too hard, don’t sleep, don’t eat properly, and don’t exercise, you’re going to be unfit, and there’s going to come a time when you’re the last person between your ship and disaster,” says Cordle. “And you’re going to make a bad decision because you let yourself get in a bad place, and somebody could get hurt or killed. You’ve let the crew down.”

The science is there and the results all point to the critical importance of circadian rhythms and proper sleep cycles. It is often said that Sailors are the most important part of the Navy; this updated instruction is an important step toward creating a healthier, more productive environment for Sailors.

“What we find in the studies is not necessarily that Sailors are sleeping more under this watch rotation, but they’re sleeping at the same time each day,” said Cordle, and this is a huge deal – it is just applied science. “What they like about it is that they can now plan their day. Ships have reported better physical readiness training performance and better morale with circadian-based watchbills.

“This is about reinforcing a mindset and a culture that is people-centered. You would never consciously skip a planned maintenance check on your gear. Well, our daily maintenance check on our body is sleep. Skipping that is just as bad as not maintaining your equipment.”

<https://www.navy.mil/Press-Office/News-Stories/Article/2453206/naval-surface-forces-releases-comprehensive-endurance-fatigue-management-progra/>

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ALUMNI:

2 Astronauts From Colorado Could Be Heading to the Moon

(Our Community Now 21 Dec 20) ... Kristen Ann

Two Coloradans are among 18 astronauts chosen for NASA's Artemis lunar exploration program, which aims to land the next man and first woman on the moon by 2024.

Jessica Watkins is from Lafayette, Colorado, and graduated from Fairview High School in Boulder before going on to earn a Bachelor of Science in Geological and Environmental Sciences from Stanford University and a Doctorate in Geology from the University of California, Los Angeles. She was selected by NASA to join the 2017 Astronaut Candidate Class and having completed initial candidate training, she is now eligible for a mission assignment.



Matthew Dominick was born in Wheat Ridge, Colorado, and graduated from D'Evelyn Junior/Senior High School in Golden. He earned a Bachelor of Science in Electrical Engineering from the University of San Diego and a Master of Science in Systems Engineering from the Naval Postgraduate School. He graduated from the U.S. Naval Test Pilot School in Patuxent River, Maryland. Like Watkins, Dominick was selected for the 2017 Astronaut Candidate Class and is awaiting his first mission.

<https://ourcommunitynow.com/news-local/2-astronauts-from-colorado-could-be-heading-to-the-moon>

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BOOK ANNOUNCEMENT:

Maritime Strategy and Naval Innovation: Technology, Bureaucracy, and the Problem of Change in the Age of Competition

(U.S. Naval Institute 28 Dec 20)

Edited by Alessio Patalano and James Russell; Foreword by Vice Adm. Ann Rondeau, USN (Ret.)

The essays in this book highlight the connective tissue between maritime strategy and naval innovation. The cases and perspectives in this collection of essays by some of today's foremost strategic thinkers are both retrospective and prospective and carry on an intellectual tradition established by the likes of Alfred Thayer Mahan.

Composed of four parts, each one deals with a specific aspect of strategic innovation, beginning with an investigation of the context of maritime strategy, focusing on how international security relates to its requirements. The second section focuses on the role of organizational and bureaucratic factors in naval innovation, engaging with the issues of balancing operational stability against future requirements. The third section builds upon the previous two to more closely address the impact of new tactics and technologies on war at sea, exploring the impacts of technological change against a backdrop of broader strategic and security concerns. Finally, the fourth section segment of the book makes an original contribution to the naval innovation debate. Here, the authors widen the organizational change agenda, and discuss the extent to which real naval innovation in an interconnected world should also mean engaging with the challenges of operating with partners.

<https://www.usni.org/press/books/maritime-strategy-and-naval-innovation>

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READINESS:

Naval Health Clinic Lemoore Receives First COVID-19 Vaccine Shipment

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LEMOORE, Calif. – Naval Health Clinic Lemoore (NHCL) received its first shipment of the Moderna COVID-19 vaccine, which was granted emergency use authorization (EAU) last week by the U.S. Food and Drug Administration, Monday, Dec. 21.

The vaccine will be administered to eligible personnel starting Tuesday, Dec. 22. This shipment is part of the DoD allotment of vaccine and is separate from vaccine being shipped directly to State of California authorities.

“NHCL is coordinating with installation leadership to vaccinate personnel according to the DoD's prioritization schema,” said Capt. David Breier, NHCL commanding officer. “Those who receive the Moderna COVID-19 vaccine have volunteered to receive it and are frontline health care workers, first responders, emergency management workers, security forces and deploying personnel who are helping to protect our community and safeguard our great nation.”



According to Cmdr. Jaime Vega, Naval Air Station Lemoore's public health emergency officer, the Moderna COVID-19 vaccine is given in a two-dose series separated by 28 days.

"Vaccines from different manufacturers are not interchangeable so it's important keep your CDC COVID-19 Vaccination Record Card in a safe place to remind you of which kind of shot you were given," Vega said. "It's also a good idea to take a photo of your record and then input a reminder into your phone or home calendar as a prompt for your second dose."

The COVID-19 vaccine was made available after the manufacturer, demonstrated the vaccine is safe and effective in large, phase 3 clinical trials, a requirement for receiving the FDA's approval for an EUA. According to the CDC website, in phase 3 of vaccine trials, the vaccine is given to thousands of people and tested for effectiveness and safety. Before the FDA grants approval, it reviews the data submitted by the manufacturer for all clinical trial phases.

Until the vaccine is more widely available, NHCL encourages everyone to continue practicing COVID-19 mitigation measures including wearing masks, physically distancing, and washing hands often.

Navy Medicine Readiness and Training Command Lemoore along with Naval Health Clinic Lemoore ensures the readiness of its active duty service members and improves the lives of military families through the delivery of high-quality healthcare to over 18,000 eligible beneficiaries at NAS Lemoore, Calif. and NAS Fallon, Nev. The command also provides dental care and medical administrative support to Navy, Marine Corps and international students at the Naval Postgraduate School (NPS), Defense Language Institute and the Center for Information Dominance in Monterey, Calif.

<https://www.dvidshub.net/news/385777/naval-health-clinic-lemoore-receives-first-covid-19-vaccine-shipment>

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LOCAL:

The original 17-Mile Drive (or was it 18 miles?) remains a mystery. But it was a successful marketing strategy.

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It would seem that the timeline ended when the resort was commandeered during World War II and stowed away behind the guarded perimeter of what became the Naval Postgraduate School. But in truth the Del Monte Hotel never really went away. Guests still arrive, enjoy the grounds and play golf. It just has a different name now: Navy Gateway Inns & Suites, open only to military and their "sponsored" guests.

It's at this hotel, the original starting point for 17-Mile Drive, where I meet the best-credentialed expert on the history of the route at the start of my journey. His name is John Sanders and he is the retired special collections manager at Dudley Knox Library at NPS.

We are standing on the roof of the old hotel, surrounded by gray sky, when Sanders dashes my hope of walking the original 17 miles.

"I have looked through the maps and thousands of photos," he says, "and I have never been able to trace the exact route through Monterey."

In other words, no one knows the original route of the Peninsula's famous 17-Mile Drive.

Guests in horse-drawn carriages would depart from the hotel concourse and take whatever route their drivers favored. Traveling in groups of 20-40 carriages, they would be led through Monterey and Pacific



Grove, then enter the pine forest and make a loop around the Peninsula. The distance of such a trip ranged from 14-20 miles.

17-Mile Drive, then, was less a descriptor of a route and more of a marketing gimmick. In fact, it sometimes used to be called 18-Mile Drive, as a newspaper report in *San Francisco Call* in 1901 attests. Even some of the literature put out by the hotel referred to “grandest drive on the continent” by this alternative name: “Skirting its pine-clad peninsular demesne of seven thousand acres, the Pacific Improvement Company has constructed the finely macadamized road known as the Eighteen-Mile Drive,” an 1889 souvenir guest book reads.

Sanders explains why guests would care to know the road was engineered in the macadam style, using layers of crushed, angled stones. Most roads in those days were just compacted dirt, and unless you were leading the caravan, you would be journeying in an opaque cloud kicked up by those ahead of you. “To call it the grandest drive on the continent you need to be able to say it’s dust-free,” Sanders says.

The highest compliment for the accomplishment of maintaining visitation while protecting the natural beauty probably came from a colleague of Charles Darwin, Asa Gray, a Harvard botanist. “I commend them for an incidental service to botany and dendrology in rendering this habitat of the Monterey pine and cypress reasonably secure... and watchfully caring for its preservation,” Gray wrote in the journal *Science* in 1885.

The tension between safekeeping and public appreciation continues to this day, with a recent example offered by the questions that students at Middlebury Institute of International Studies posed to Charles Lester, former executive director of the California Coastal Commission, during a recent virtual event about the Coastal Act.

“I was wondering about good old Pebble Beach,” one student said. She’s an avid surfer and wants to enjoy Spanish Bay without having to pay the \$10 fee to drive 17-Mile Drive. “Why can’t I just go surf? It’s a public beach. What is Pebble Beach’s deal?”

“That goes back to the 1980s,” Lester said. “It was a big battle, a bunch of negotiations.” The Coastal Commission allowed the entrance fee, but he hinted that such a thing might not have been permitted today: “It’s a political process. It matters who is sitting up there and what their inclinations are.”

To trace the known portion of the old route through Pebble Beach, at least I can do it on foot for free – no fees collected for pedestrian access.

https://www.montereycountyweekly.com/people/831/the-original-17-mile-drive-or-was-it-18-miles-remains-a-mystery-but-it/article_d9689f50-44ba-11eb-ac71-4bfc7f780e41.html

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